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enterprise to stimulate them and bring them to the surface. In closing this very inadequate review it may be in order to express again the hope that Professor Marshall's strength will permit him soon to give us his thoughts on the rôle of "social endeavor" in economic life, even if he does not finish everything that stands preliminary to this on the very heavy schedule he has mapped out for himself.

To establish the place and importance of such a work as this after a single reading is almost too much for a reviewer to attempt. Probably the chief value of the work lies in bringing between the covers of a single volume an unusually wide conspectus of economic organization, the conditions of efficiency and the principles, forms, and types of behavior of many different but characteristic kinds of business units.

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Modern Business Writing. By CHARLES HARVEY RAYMOND. The Century Co. Pp. xii+476.

The advisability of offering courses in practical English at university schools of commerce and business administration no longer needs to be defended; in fact, universities that do not give such courses in their college departments are not fully living up to their purpose of preparing students for their future careers, for today probably the majority of university graduates enter business of some form or other. And even those graduates that go into such professions as law and engineering are as much in need of a sound training in the writing of letters and reports as the graduates who engage in business. Literally, hundreds of large business organizations give courses of instruction in practical English and letter-writing to overcome the deficiencies in these matters that exist among their employees—college graduates not excluded.

The latest textbook for university purposes on the subject of practical English is the volume under review. The author divides the subject-matter of his volume into two divisions: Part I, bearing the title of "The Selling Appeal," treats of the writing of sales letters and advertisements; Part II, bearing the title "Everyday Letters," discusses the writing of such types of business letters as the order letter, the adjustment letter, and credit and collection letters. For review purposes, Mr. Raymond's own division of his material may be followed.

The relative importance, in the mind of the author, of the subject-matters contained in the two parts is indicated by the fact that he

devotes approximately 317 of the 476 pages of his book to the study of the selling appeal. As a result, he has given us one of the most complete and satisfying treatments of the subject of developing the sales appeal in sales letters that have yet appeared. He discusses in detail such topics as the prospect, the product, the central selling-point, the choice of the appeal, and the steps of the selling appeal. The illustrations and examples of the points he makes are well chosen.

We are somewhat surprised to find that Mr. Raymond omits the campaign series from his classification of sales-letter follow-up series (p. 278). We feel that the omission of such a well-recognized series was not made through carelessness, because the author shows that he has a sound knowledge of the subject of sales letters. Yet, if he had good reason for omitting it, he should have noted it.

From a pedagogical point of view, we wonder whether Mr. Raymond is correct in devoting so much attention to the subject of sales letters in a textbook presumably intended for use in a university course in business English. To be sure, he attempts to forestall this objection by stating in his Preface that "everyday letters . . . are now generally regarded in the light of sales letters" and that, therefore, the selling appeal should be carefully considered. This statement is true; yet so few students, comparatively, will later write sales letters, that part of the time taken up with the study of sales letters and advertisements could better be spent on everyday letters.

We also question the advisability of placing the content of Part I before the material presented in Part II. Without doubt, the sales letter is one of the most difficult of letters to write. Why should it be studied first—before the simpler and easier letters? Despite the author's contentions to the contrary (Preface, p. vii), we do not believe that he has succeeded in justifying an arrangement that places the more difficult material first and the easier last.

Part II, which deals with the various types of everyday letters, is marred by errors that cause it to fall short of the high standard of Part I. As a result, Part II does not compare favorably with Professor Edward H. Gardner's discussion of the same topics in his *Effective Business Letters*. We feel that if Mr. Raymond had been as careful in his treatment of this division of his subject as he was in his treatment of sales letters, he would not have overlooked such an error as that repeated in the letters on pages 404 and 405, "we note that your present liabilities constitute a large proportion of your assets." Most of us would be wealthier if we could consider our liabilities as a part of our assets. It

is also strange that in this section of his book the author has again made an outstanding omission: he fails to give any consideration to the preparation and writing of the business report—a subject that ought, certainly, to be included in a book bearing such an inclusive title as *Modern Business Writing*.

Despite the weaknesses of Part II, which can be easily remedied, *Modern Business Writing* is a valuable addition to the list of books on business writing because of its complete treatment of the subject of the sales letter.

EDWARD J. KILDUFF

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Current Social and Industrial Forces. By LIONEL D. EDIE. Boni & Liveright. Pp. 393. \$2.50.

This is an anthology of writings on modern economic problems, collected for the purpose of assisting the reader to comprehend the course of current history. The center of emphasis is the industrial system. How much does it produce and for whom? What are its strengths and its inefficiencies? With whom is control lodged and with whom should it be? To what extent can conscious direction be given to it for social ends?

The subtitle of the volume, however, might well have been the *New Republic's* "Book of Bright Thoughts," since the vast majority of the selections are chosen from the coterie of that journal and from their admired or admiring. Thus the list of authors quoted includes the following, most of whom are represented by two or more selections: Croly, Weyl, Lippman, Johnson, Laski, Frankfurter, Brandeis, Veblen, Tead, Brooks, Bruere, Dewey, and Robinson. The English authorities quoted are those whom we might expect from the foregoing, namely, Webb, Wells, Wallas, Angell, Cole, Russell, and Zimmern. The opinions of capital are represented by what one suspects as intellectual straw men in the form of a report or two and brief paragraphs from Judge Gary, John D. Rockefeller, Jr., Otto Kahn, and Stephen C. Mason, while labor speaks directly only through three resolutions of the American Federation of Labor, Sidney Webb's draft on *Labor and the New Social Order*, and a sentence of Mr. John H. Walker's.

Now, however highly one may value the work of the *New Republic* school, and the reviewer in the main does value it highly, it neither forms as large a part of current economic forces nor of their intellectual interpretation as Mr. Edie evidently believes. The New Republicans